DRAFT

FAIRFAX COUNTY REDEVELOPMENT AND HOUSING AUTHORITY

Fiscal Year 2017 Moving to Work Plan

APRIL 15, 2016

The Vision

It is the vision of the Fairfax County Redevelopment and Housing Authority (FCRHA) that affordable housing programs provide more than a roof overhead. Affordable housing – particularly Public Housing and the Housing Choice Voucher programs – can be the gateway to a better life and self-sufficiency. Rather than simply surviving, it is the vision of the FCRHA that the families we serve can truly *THRIVE*.

The FCRHA has created the THRIVE initiative – ***T****otal* ***H****ousing* ***R****einvention for* ***I****ndividual Success,* ***V****ital Services and* ***E****conomic Empowerment* - to serve as the guiding principle for how we interact with families in our programs. It is our belief that by reinventing the way we do business through Moving to Work - by connecting individuals and families to the services they need to overcome health and personal barriers and by providing employment opportunities – every person can find individual success.

FCRHA Commissioners

Robert H. Schwaninger, Chairman
Willard O. Jasper, Vice Chairman
Matthew Bell
John E. Betts
Robert C. Carlson
Christopher T. Craig
C. Melissa Jonas
Richard J. Kennedy
H. Charlen Kyle
Albert J. McAloon
Rod Solomon

Fairfax County Department of Housing and Community Development - Key Staff

Thomas Fleetwood, Acting Director
Robert Easley, Deputy Director, Operations
Hossein Malayeri, Deputy Director, Real Estate, Finance and Development
Carol Erhard
Curtis Hall
Leonise Leduc
Russell Lee
Kris Miracle
Aseem Nigam
James Speight
Nicole Wickliffe

Table of Contents

I. Introduction 3

II. General Housing Authority Information 8

III. Proposed MTW Activities: HUD Approval Requested.. 12

IV.A. Approved MTW Activities: Implemented 37

IV.B. Approved MTW Activities: Not Yet Implemented Activities 45

IV.C. Approved MTW Activities: Activities on Hold 56

IV.D. Approved MTW Activities: Closed Out 57

V. Sources and Uses of Funds... 58

VI. Administrative……………………………………………………………………………………61

I. Introduction

Moving to Work (MTW) is a demonstration program that offers Public Housing Authorities (PHAs) the opportunity to design and test innovative, locally-designed housing and self-sufficiency strategies for low-income families by allowing exemptions from existing Public Housing and tenant-based Housing Choice Voucher (HCV) rules. The program also permits PHAs to combine operating, capital, and tenant-based assistance funds into a single agency-wide funding source, as approved by the U.S. Department of Housing and Urban Development (HUD). The purposes of the MTW program are to give PHAs and HUD the flexibility to design and test various approaches for providing and administering housing assistance that accomplish three primary goals:

1. Reduce cost and achieve greater **cost effectiveness** in Federal expenditures;
2. Give incentives to families with children where the head of household is working, is seeking work, or is preparing for work by participating in job training, educational programs, or programs that assist people to obtain employment and move to **self-sufficiency**; and
3. **Increase housing choices** for low-income families.

The Fairfax County Redevelopment and Housing Authority's (FCRHA) MTW designation, received in 2013, is a key component of the FCRHA's THRIVE Initiative – – **Total Housing Reinvention for Individual Success, Vital Services and Economic Empowerment.** THRIVE is an overall effort by the FCRHA to ensure that its customers achieve their greatest level of self-sufficiency, while at the same time ensuring the financial viability of its portfolio of affordable housing properties and creating cost efficiencies for its Federal programs.

It is the goal of the FCRHA's THRIVE initiative that every person and family in the FCRHA's programs do more than survive, the FCRHA wants them to THRIVE. The MTW Plan – as part of the THRIVE Initiative – is designed to ensure that individuals and families are provided not only affordable and attractive housing, but are connected to services and support that help them succeed and become self-sufficient. The MTW Plan will link households to services and programs offered by Fairfax County human services agencies and community non-profit organizations. Such programs will support the concept of self-sufficiency ranging from personal money management, job training, language skills, and health services to even homeownership.

Moving Along the Housing Continuum

The FCRHA provides a continuum of affordable housing ranging from rental vouchers and Public Housing; to moderately priced rental apartments and townhouses; as well as affordable programs for homeownership. Each person or family fits somewhere along this continuum and it is the goal of THRIVE and the FCRHA's MTW Plan to help individuals find the right fit based on income and need – helping them progress along the continuum to self-sufficiency. The THRIVE Housing Continuum (herein referred to as "Housing Continuum") provides the right housing at the right time, based on a household's income and skill set – and allows participating households to move through the different steps of the Housing Continuum as they become more self-sufficient. The four steps in the Housing Continuum provide a range of housing types and subsidy levels, each tied to the attainment of certain self-sufficiency skills.

Step One – Bridging Affordability[1]. The County's Bridging Affordability rental subsidy program is designed to serve extremely low-income households earning 30 percent of the Area Median Income (AMI) and below, including those who are homeless. In Step One, participating households will focus on building basic self-sufficiency skills such as job readiness and financial literacy; they will receive "ready to rent" training, and receive services aimed at addressing basic self-sufficiency barriers, such as identifying child/elder care needs and assessing health needs.

Step Two – Public Housing or Housing Choice Voucher. The federal Public Housing and Housing Choice Voucher programs serve extremely and very low-income households (earning 50 percent of AMI and below) that need assistance in attaining an intermediate self-sufficiency skill set. Participants in Step Two will receive services designed to provide individual job skill development, address transportation needs, and ensure ongoing participation in health care services.

Step Three – Fairfax County Rental Program. The local Fairfax County Rental Program (FCRP) serves low- and moderate-income households (earning 80 percent of AMI and below) working toward an independent skill set, who are able to maintain stable employment, are participating in preventative activities, and are pursuing financial education such as retirement planning and homebuyer training.

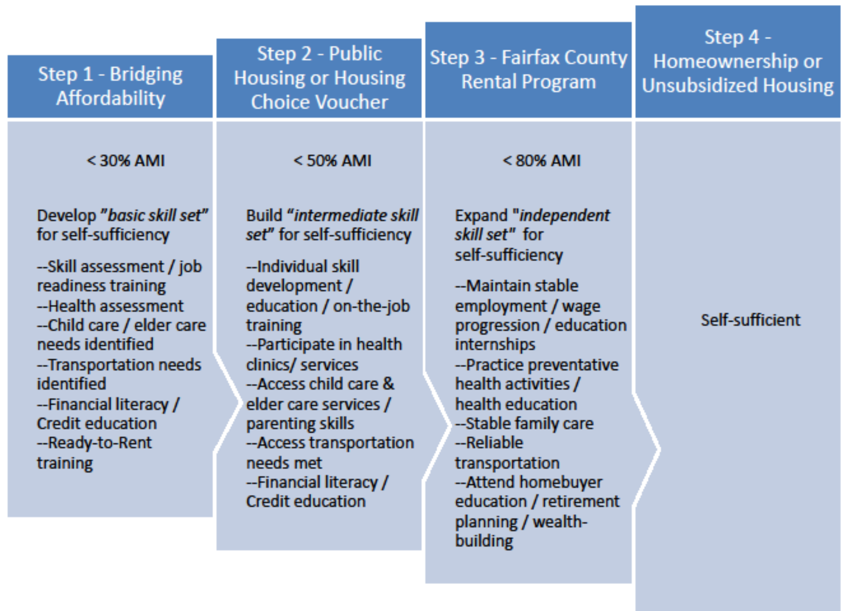
Step Four – Homeownership or Unsubsidized Housing. At Step Four, individuals and families will be considered self-sufficient. Staff will refer tenants to the FCRHA's First-Time Homebuyers Program.

Households can enter the Housing Continuum at any step, based on their skills and individual needs, and progress through the Housing Continuum to any step. Households will receive an individual assessment by FCRHA staff to determine what step in the Housing Continuum is right for them. For example, a homeless family that enters Step One/Bridging Affordability can progress directly to Step Three/FCRP if their skills and income increases sufficiently to do so. Similarly, a household may enter Step Three/FCRP directly if their income and skills allow.

[1] Bridging Affordability is a locally-funded rental assistance program that is subject to annual appropriations by the Fairfax County Board of Supervisors.

THRIVE Housing Continuum

A Stepped Approach that Provides Work Incentives, Service Supports, and Permanent Housing



Note: Elderly/disabled households may choose their level of participation in many aspects of the THRIVE/MTW program.

MTW allows the FCRHA to expand the scope and impact of the THRIVE Initiative. The FCRHA, consistently recognized by HUD as a high-performing Public Housing agency, is using the flexibility that comes with the MTW designation to:

- Create a **housing continuum** that seamlessly couples the County's *local and Federal* housing programs and establishes skills-based benchmarks to move customers toward the greatest level of self-sufficiency they are able to attain.
- Expand its already **strong community partnerships** with non-profit organizations to provide self-sufficiency services ranging from "ready-to-rent" training, to job readiness, through homebuyer education and beyond.
- Reduce the regulatory burden both on staff and customers, to allow a greater focus on **people – not paperwork**. MTW changes such as moving to biennially re-certifications will permit FCRHA staff to concentrate on facilitating access to self-sufficiency services and opportunities, such as job training and higher education.
- **Align housing resources with community needs**, consistent with the County's yearly-adopted "Housing Blueprint."

Overview of the FCRHA'S MTW Goals and Objectives for Fiscal Year 2017 and Beyond

Fiscal Year (FY) 2017 will be a busy year for the FCRHA—filled with innovation, some significant changes, and implementation of several important policies—all with the intention of helping our residents to THRIVE. Highlights of these activities in FY 2017 include:

1. **Local Project-Based Voucher Program:** The FCRHA is converting its entire Public Housing portfolio to project-based assistance under the Rental Assistance Demonstration (RAD). This offers an opportunity for the FCRHA to undertake long-deferred capital improvements. Residents will benefit from these improvements, as well from the project-based voucher (PBV) assistance.

   In addition, the FCRHA is requesting authorization in this FY 2017 MTW Plan to establish a local MTW Section 8 project-based voucher program. The FCRHA will be authorized to utilize the advantages of project-based voucher assistance in the development/redevelopment of housing by providing a commitment of vouchers in projects being developed by the FCRHA or private developers using FCRHA or Fairfax County land or units or FCRHA financing without a separate PBV competition. Further, this authorization will allow the FCRHA to utilize PBVs for its own Fairfax County Rental Program (FCRP) units.

2. **Enhancements to the Family Self-Sufficiency Program:** The FCRHA contracted with True Purpose Leadership to evaluate the Family Self-Sufficiency (FSS) program. Because of several key issues raised during focus groups, interviews, and surveys of current and past FSS participants, there are four FSS activities in the FY 2017 Plan intended to enhance participant experience and the overall efficacy of the program to further incentivize moving to homeownership. These include restructuring the escrow component of the program, allowing participants to opt out of accruing interest on their escrow, establishing a work requirement, and to exclude all but $480 of a head of household's income for the purpose of calculating rent when they are enrolled in a full time education program. It is expected that these activities will make the FSS program stronger and more effective at moving families to self-sufficiency.

3. **Linkage with Housing Continuum:** The FCRHA is continuing to focus on the Housing Continuum—strengthening it and continuing to create linkages between the four phases—Bridging Affordability, Public Housing and the HCV program, the Fairfax County Rental Program, and Homeownership/Unsubsidized Housing. The FY 2017 MTW Plan requests authorization to create a gateway from the HOME Investment Partnership (HOME) funded Tenant-Based Rental Assistance (TBRA) Program to the HCV Program. With nearly 50 TBRA program participants, the FCRHA is dedicated to ensuring these families have permanent affordable housing should funding for the TBRA program be threatened. In addition, in FY 2017 the FCRHA will begin to implement the financial assistance from the MTW block grant for Bridging Affordability participants receiving HCVs, an activity approved in FY 2016.

4. **Rent Reform:** The FCRHA has several FY 2016 Plan activities that are close to being fully implemented in FY 2017. These activities include the rent reform and minimum rent implementation and evaluation. These are important activities as we look at how to make the THRIVE program even more successful for the FCRHA's program participants.

Following is a list of the FCRHA's MTW activities that will be discussed in this FY 2017 Plan—those that are being proposed, those that are already implemented, and those that are on hold:

PROPOSED	2017-1	Allow Family Self-Sufficiency Participants to Opt Out of Interest Payments on Escrow
	2017-2	Modify the Family Self-Sufficiency Escrow Structure
	2017-3	Establish a Work Requirement for Family Self-Sufficiency Participants
	2017-4	Exclude Income of Family Self-Sufficiency Head of Household Participants Who Are Enrolled Full Time in School
	2017-5	Establish a Gateway to Housing Choice Voucher Program from the Tenant-Based Rental Assistance Program
	2017-6	Authorization to Establish a Local Moving to Work Project-Based Voucher Program
IMPLEMENTED	2014-1	Reduction in Frequency of Reexaminations
	2014-2	Eliminate Mandatory Earned Income Disregard Calculation
	2014-3	Streamlined Inspections for Housing Choice Voucher Units
	2014-9	Increase the Family's Share of Rent from 30 Percent to 35 Percent of Family Income in the Housing Choice Voucher and Public Housing Programs
	2015-1	Eliminate Flat Rents in the Public Housing Program
NOT YET IMPLEMENTED	2014-5	Institute a Minimum Rent
	2014-6	Design and Initiate a Rent Control Study
	2016-1	Use Moving to Work Funds for Local, Non-Traditional Housing Program
	2016-2	Modify Project-Based Voucher Choice Mobility Criteria
ON HOLD	2014-4	Streamlined Inspections for Public Housing Residents
	2014-8	Allow Implementation of Reduced Payment Standards at Next Annual Reexamination
	2014-7	Convert Scattered-Site Public Housing Units to Project-Based Section 8 Assistance

II. General Housing Authority Information

Housing Stock Information

Planned New Public Housing Units to be Added During the Fiscal Year

AMP Name and Number	Bedroom Size 0	1	2	3	4	5	6+	Total Units	Population Type *	# of UFAS Units: Fully Accessible	Adaptable
PIC Dev. # /AMP PIC Dev. Name	0	0	0	0	0	0	0	0	N/A	0	0

Total Public Housing Units to be Added: 0

* **Select Population Type from:** Elderly, Disabled, General, Elderly/Disabled, Other

If Other, please describe: Not Applicable

Planned Public Housing Units to be Removed During the Fiscal Year

PIC Dev. # / AMP and PIC Dev. Name	Number of Units to be Removed	Explanation for Removal
VA01900001 Audubon Apts	118	To be Converted under RAD to Project-based Voucher Subsidy
VA01900002 Vill. of Falls Church	88	To be Converted under RAD to Project-based Voucher Subsidy
VA01900003 Robinson Square	108	To be Converted under RAD to Project-based Voucher Subsidy
VA01900004 Ragan Oaks	110	To be Converted under RAD to Project-based Voucher Subsidy
VA01900005 Greenwood Apts	174	To be Converted under RAD to Project-based Voucher Subsidy
VA01900006 Kingsley Apts	107	To be Converted under RAD to Project-based Voucher Subsidy
VA01900007 Rosedale Manor	96	To be Converted under RAD to Project-based Voucher Subsidy
VA01900008 Old Mill	95	To be Converted under RAD to Project-based Voucher Subsidy
VA01900009 Westford Sec III	102	To be Converted under RAD to Project-based Voucher Subsidy
VA019000010 Tavenner Lane	12	To be Converted under RAD to Project-based Voucher Subsidy
VA019000011 The Green Apts	50	To be Converted under RAD to Project-based Voucher Subsidy
Total Number of Units to be Removed	1060	

New Housing Choice Vouchers to be Project-Based During the Fiscal Year

Property Name	Anticipated Number of New Vouchers to be Project-Based *	Description of Project
Scattered sites	1060	Anticipate to project-base entire Public Housing portfolio of 1060 units through Component 1 of RAD program
Madison Ridge	24	Multi-family property awarded Project Based Vouchers through competitive process
Scattered sites	20	Scattered site units owned by non-profit organizations awarded Project Based Vouchers through competitive process

Anticipated Total New Vouchers to be Project-Based	1104
Anticipated Total Number of Project-Based Vouchers Committed at the End of the Fiscal Year	1381
Anticipated Total Number of Project-Based Vouchers Leased Up or Issued to a Potential Tenant at the End of the Fiscal Year	1381

*New refers to tenant-based vouchers that are being project-based for the first time. The count should only include agreements in which a HAP agreement will be in place by the end of the year.

Other Changes to the Housing Stock Anticipated During the Fiscal Year

Not Applicable

Examples of the types of other changes can include but are not limited to units that are held off-line due to the relocation of residents, units that are off-line due to substantial rehabilitation and potential plans for acquiring units.

General Description of All Planned Capital Fund Expenditures During the Plan Year

- VA1939 Colchester-replace HVAC systems-estimated cost is $60,000
- VA1930 Greenwood-replace kitchen appliances-estimated cost is $150,000
- VA1904 Newington Station-replace roofs-estimated cost is $225,000
- VA1942 Old Mill-replace windows-estimated cost is $170,000
- VA1927 Robinson Square-replace HVAC systems-estimated cost is $285,200
- VA1903 Rosedale Manor-replace kitchen appliances-estimated cost is $100,000
- VA1951 Tavenner Lane-replace HVAC systems-estimated cost is $55,000
- VA1925 Villages of Falls Church-replace HVAC systems-estimated cost is $180,000

Leasing Information

Planned Number of Households Served at the End of the Fiscal Year

MTW Households to be Served Through:	Planned Number of Households to be Served*	Planned Number of Unit Months Occupied/ Leased***
Federal MTW Public Housing Units to be Leased	833	9996
Federal MTW Voucher (HCV) Units to be Utilized	3415	40980
Number of Units to be Occupied/Leased through Local, Non-Traditional, MTW Funded, Property-Based Assistance Programs **	X	X
Number of Units to be Occupied/Leased through Local, Non-Traditional, MTW Funded, Tenant-Based Assistance Programs **	X	X
Total Households Projected to be Served	4248	50976

* Calculated by dividing the planned number of unit months occupied/leased by 12.

** In instances when a local, non-traditional program provides a certain subsidy level but does not specify a number of units/households to be served, the PHA should estimate the number of households to be served.

***Unit Months Occupied/Leased is the total number of months the PHA has leased/occupied units, according to unit category during the fiscal year.

Reporting Compliance with Statutory MTW Requirements

If the PHA has been out of compliance with any of the required statutory MTW requirements listed in Section II(C) of the Standard MTW Agreement, the PHA will provide a narrative discussion and a plan as to how it will return to compliance. If the PHA is currently in compliance, no discussion or reporting is necessary.

Not Applicable

Description of any Anticipated Issues Related to Leasing of Public Housing, Housing Choice Vouchers and/or Local, Non-Traditional Units and Possible Solutions

Housing Program	Description of Anticipated Leasing Issues and Possible Solutions
N/A	Not Applicable

Waitlist Information

Wait List Information Projected for the Beginning of the Fiscal Year				
Housing Program(s) *	**Wait List Type****	**Number of Households on Wait List**	**Wait List Open, Partially Open or Closed*****	**Are There Plans to Open the Wait List During the Fiscal Year**
Federal MTW Public Housing Program	Community-Wide	3958	Partially Open	No
Federal MTW Housing Choice Voucher Program	Community-Wide	322	Partially Open	Yes

Rows for additional waiting lists may be added, if needed.

* *Select Housing Program* : Federal MTW Public Housing Units; Federal MTW Housing Choice Voucher Program; Federal non-MTW Housing Choice Voucher Units; Tenant-Based Local, Non-Traditional MTW Housing Assistance Program; Project-Based Local, Non-Traditional MTW Housing Assistance Program; and Combined Tenant-Based and Project-Based Local, Non-Traditional MTW Housing Assistance Program.

** *Select Wait List Types* : Community-Wide, Site-Based, Merged (Combined Public Housing or Voucher Wait List), Program Specific (Limited by HUD or Local PHA Rules to Certain Categories of Households which are Described in the Rules for Program Participation), None (If the Program is a New Wait List, Not an Existing Wait List), or Other (Please Provide a Brief Description of this Wait List Type).

*** For Partially Open Wait Lists, provide a description of the populations for which the waiting list is open.

The Housing Choice Voucher and Public Housing waiting lists are partially open to serve homeless families referred by the local Office to Prevent and End Homelessness

If Local, Non-Traditional Housing Program, please describe:

Fairfax County Rental Program serve persons who lack the amount of income which is necessary to enable them to continue to meet the rapidly increasing costs of rental housing and to live in decent, safe and affordable housing. The FCRP is particularly intended to fill the housing gap for families whose income is between 50% and 100% of Metropolitan Standard Area (MSA).

If Other Wait List Type, please describe:

Project Base Voucher Program: Rental assistance for eligible families who live in specific housing developments or units.

If there are any changes to the organizational structure of the wait list or policy changes regarding the wait list, provide a narrative detailing these changes.

Not Applicable

III. Proposed MTW Activities: HUD Approval Requested

2017-1 Allow Family Self-Sufficiency Participants to Opt Out of Interest Payments on Escrow

Cost Effectiveness

Self-Sufficiency

Increase Housing Choice

Description

The FSS program for both HCV and Public Housing is an important component of the FCRHA's THRIVE program and ultimately moving to self-sufficiency. The FSS program currently provides an opportunity for 75 HCV participants and 50 Public Housing residents to set individualized goals that will assist them in moving toward increased self-sufficiency within a five-year period. In addition to case management and service coordination, an important component of the program is the participant's ability to grow assets – in the form of an escrow – over five years. The escrow accrues based on increases in a participant's TTP (total tenant payment) due to increases in the participant's earned income. To ensure that the FCRHA can maintain ongoing enrollment of 125 total participants and to ensure that we are operating a diverse and inclusive program, this activity will remove an issue that has deterred some participants from enrolling in the program: allowing participants to opt out of accruing interest on their escrow.

Over the last four years, at least ten potential FSS participants have declined the offer to enroll in our program because the escrow earns a small interest as it accrues, which would ultimately be paid out to the participant upon graduation. These potential participants cited religious reasons for not being able to accept accrued interest. For this reason, the FCRHA would like to give participants the option to build their escrow and opt out of interest payments at the end of their participation.

This activity will begin July 2016 for new program participants.

Activity Metrics/Source of Data

CE #1: Agency Cost Savings				
Unit of Measurement/ Source of Data	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Total cost of task in dollars (decrease).	*Cost of task prior to implementation of the activity (in dollars).*	*Expected cost of task after implementation of the activity (in dollars).*	*Actual cost of task after implementation of the activity (in dollars).*	*Whether the outcome meets or exceeds the benchmark.*
	There is no cost associated with this activity.	There is no cost associated with this activity.	There are no outcomes expected.	

CE #2: Staff Time Savings				
Unit of Measurement/ Source of Data	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Total time to complete the task in staff hours (decrease).	*Total amount of staff time dedicated to the task prior to implementation of the activity (in hours).*	*Expected amount of total staff time dedicated to the task after implementation of the activity (in hours).*	*Actual amount of total staff time dedicated to the task after implementation of the activity (in hours).*	*Whether the outcome meets or exceeds the benchmark.*
	There is no cost associated with this activity.	There is no cost associated with this activity.	There are no outcomes expected.	

CE #3: Decrease in Error Rate of Task Execution				
Unit of Measurement/ Source of Data	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Average error rate in completing a task as a percentage (decrease).	*Average error rate of task prior to implementation of the activity (percentage).*	*Expected average error rate of task after implementation of the activity (percentage).*	*Actual average error rate of task after implementation of the activity (percentage).*	*Whether the outcome meets or exceeds the benchmark.*
	There is no baseline data associated with the error rate of removing interest amounts from escrows.	There will not be any errors associated with eliminating interest accrual on escrow accounts.	There are no outcome expected related to the error rate.	

CE #5: Increase in Agency Rental Revenue				
Unit of Measurement/ Source of Data	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Rental revenue in dollars (increase).	*Rental revenue prior to implementation of the activity (in dollars).*	*Expected rental revenue after implementation of the activity (in dollars).*	*Actual rental revenue after implementation of the activity (in dollars).*	*Whether the outcome meets or exceeds the benchmark.*
	FY 2016, the Public Housing rental revenue for FSS households was $6,228,558.	The expected Public Housing rental revenue for FSS for FY 2017 is $6,055,568.	To be provided in the Annual MTW Report	To be provided in the Annual MTW Report

SS #2: Increase in Household Savings				
Unit of Measurement/ Source of Data	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Average amount of savings/escrow of households affected by this policy in dollars (increase).	*Average savings/escrow amount of households affected by this policy prior to implementation of the activity (in dollars). This number may be zero.*	*Expected average savings/escrow amount of households affected by this policy after implementation of the activity (in dollars).*	*Actual average savings/escrow amount of households affected by this policy after implementation of the activity (in dollars).*	*Whether the outcome meets or exceeds the benchmark.*
	As of 12/31/2015, the average asset (non-escrow savings) of households in FSS program was $4,660. The average escrow balance of FSS households is $4,979.	The FCRHA expects any average household assets increases (non-escrow savings) in FY 2017 to be negligible.	To be provided in the Annual MTW Report	To be provided in the Annual MTW Report

Need/Justification for MTW Flexibility

The FCRHA requests HUD authorization to implement this activity under the following section of its MTW Agreement:

- Attachment C, Section E Authorizations Related to Self Sufficiency

Because accruing interest on escrows earned by FSS participants is required by HUD, MTW flexibility is required to allow participants to opt out of accruing this interest.

2017-2 Modify the Family Self-Sufficiency Escrow Structure

Cost Effectiveness

Self-Sufficiency

Increase Housing Choice

Description of Activity

The ability to build assets is a key component of the FSS program. Upon graduation, when FSS participants achieve the goals they have established for themselves at the beginning of the program, the escrow they accumulated during their participation in the program is disbursed to them to be used as they wish. As of December 31, 2015, the average monthly escrow credit of those escrowing participants was $401. The average escrow balance of all participants was $4,979.

Escrows grow based on increases in a participant's TTP due to increases in the participant's earned income. Currently, there are inequalities in the growth of the escrow because participants starting off with no or very low-incomes can build this asset at a greater rate than those starting out in the FSS program with low- to moderate-incomes. In addition, the amount that a family can escrow is based on a formula that decreases as a family exceeds the extremely low-income threshold (30 percent AMI) and reaches very low (50 percent AMI). Families that reach the low- income threshold of 80 percent AMI stop escrowing immediately, therefore further limiting the asset building potential of families that have higher incomes. Since higher income earners have a stronger potential for moving out of subsidized housing, this program seeks to help make that a possibility by equalizing their opportunity to escrow rather than penalizing them.

To address this inequality and to provide an incentive for low- and moderate-income participants, the FCRHA is proposing to modify the escrow structure, which would only impact future FSS participants. There are three major components to this new escrow structure:

1. Participants must be paying **a minimum of $220 in rent** before they can begin to escrow (this is called the rent "strike point").

2. Once the participant reaches the rent strike point, the FCRHA will set up an escrow account and allocate a $2,000 Homeownership Incentive Award each year the participant is escrowing and up to a maximum of $10,000, contingent upon purchasing a home after the participant is eligible for graduation or for up to six months after graduation. **If the participant does not purchase a home, this money will be forfeited.**

3. In addition, once the rent strike point rent is met, monthly escrow will be calculated using a tiered system based on **earned income**. This money will be

disbursed to the participant once they have completed all of their contract goals and are eligible for graduation from the FSS program. If the participant is purchasing a home utilizing their accrued Homeownership Incentive Award, they will receive both this escrow amount and the Homeownership Incentive Award when they are closing on their new home.

The escrow tiers are as follows:

Income Range	Escrow Amount
$10,000 - $14,999	$50
$15,000 - $19,999	$100
$20,000 - $24,999	$125
$25,000 - $29,999	$150
$30,000 - $34,999	$175
$35,000 - $39,999	$200
$40,000 - $44,999	$225
$45,000 - $49,999	$250
$50,000 - $54,999	$275
$55,000 - $59,999	$300
$60,000 - $64,999	$325
$65,000 - $69,999	$350
$70,000 - $74,999	$375
$75,000 - $79,999	$400
$80,000 - Above	$425

FSS participants can continue to participate in the FSS program until they reach the established income limits for Public Housing and HCV participation.

The benefits of this modified escrow program include:

- Creating a more equitable system across all income levels, encouraging both low- and more moderate-income earners to participate and move to self-sufficiency.
- Rewarding homeownership as an ultimate goal of the program.
- Encouraging families to see the benefit of working immediately and progressing in employment and training to reach the next tier.
- Fixing a loophole in the program to discourage participants from quitting a job just prior to enrollment and starting another shortly after enrollment in order to escrow more immediately.
- Reducing staff time in calculating, auditing and posting escrow based on the current process.

This activity will begin July 2016 for new program participants.

Activity Metrics/Source of Data

CE #1: Agency Cost Savings				
Unit of Measurement/ Source of Data	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Total cost of task in dollars (decrease).	*Cost of task prior to implementation of the activity (in dollars).*	*Expected cost of task after implementation of the activity (in dollars).*	*Actual cost of task after implementation of the activity (in dollars).*	*Whether the outcome meets or exceeds the benchmark.*
	FY 2016, the Public Housing rental revenue for FSS households was $6,228,558.	The expected Public Housing rental revenue for FSS for FY 2017 is $6,055,568.	To be provided in the Annual MTW Report	To be provided in the Annual MTW Report

CE #2: Staff Time Savings				
Unit of Measurement/ Source of Data	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Total time to complete the task in staff hours (decrease).	*Total amount of staff time dedicated to the task prior to implementation of the activity (in hours).*	*Expected amount of total staff time dedicated to the task after implementation of the activity (in hours).*	*Actual amount of total staff time dedicated to the task after implementation of the activity (in hours).*	*Whether the outcome meets or exceeds the benchmark.*
	This baseline was set using FY 2016 data. Survey of staff revealed that staff spends on average 60 minutes calculating, auditing and correcting each escrow calculation. (60 minutes X 45 interims/month =45 staff hours/month)	The expected amount of total staff time dedicated to calculating escrow is expected to decrease to 7.5 hours per month. (10 minutes x 45 interims/month = 7.5 staff hours)	To be provided in the Annual MTW Report	To be provided in the Annual MTW Report

CE #3: Decrease in Error Rate of Task Execution				
Unit of Measurement/ Source of Data	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Average error rate in completing a task as a percentage (decrease).	*Average error rate of task prior to implementation of the activity (percentage).*	*Expected average error rate of task after implementation of the activity (percentage).*	*Actual average error rate of task after implementation of the activity (percentage).*	*Whether the outcome meets or exceeds the benchmark.*
	The average error rate associated with escrow calculations by Yardi was 100 percent in FY 2016. However, these errors are corrected after staff recalucates the escrows.	The expected average error rate calculating escrow is expected to be 10 percent utilizing this new way of calculating escrows in FY 2017, following implementation of this activity.	To be provided in the Annual MTW Report	To be provided in the Annual MTW Report

CE #5: Increase in Agency Rental Revenue				
Unit of Measurement/ Source of Data	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Rental revenue in dollars (increase).	*Rental revenue prior to implementation of the activity (in dollars).*	*Expected rental revenue after implementation of the activity (in dollars).*	*Actual rental revenue after implementation of the activity (in dollars).*	*Whether the outcome meets or exceeds the benchmark.*
	FY 2016, Public Housing estimated rental revenue for FSS households was $6,228,558.	The expected Public Housing rental revenue for FY 2017 is $6,055,568.	To be provided in the Annual MTW Report	To be provided in the Annual MTW Report

SS #1: Increase in Household Income				
Unit of Measurement/ Source of Data	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Average earned income of households affected by this policy in dollars (increase).	*Average earned income of households affected by this policy prior to implementation of the activity (in dollars).*	*Expected average earned income of households affected by this policy prior to implementation of the activity (in dollars).*	*Actual average earned income of households affected by this policy prior to implementation (in dollars).*	*Whether the outcome meets or exceeds the benchmark.*
	In FY 2016, the average earned income of FSS I households was $21,726.	In FY 2017, the expected average earned income of FSS households is $25,000.	To be provided in the Annual MTW Report	To be provided in the Annual MTW Report

SS #2: Increase in Household Savings				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Average amount of savings/escrow of households affected by this policy in dollars (increase).	*Average savings/escrow amount of households affected by this policy prior to implementation of the activity (in dollars). This number may be zero.*	*Expected average savings/escrow amount of households affected by this policy after implementation of the activity (in dollars).*	*Actual average savings/escrow amount of households affected by this policy after implementation of the activity (in dollars).*	*Whether the outcome meets or exceeds the benchmark.*
	As of 12/31/2015, the average assets (non-escrow savings) of households in FSS program was $4,660. The average escrow balance of FSS households is $4,979.	The FCRHA expects any average household assets increases (non-escrow savings) in FY 2017 to be negligible. It is expected that the average escrow balance will increase by a minimum of $50 per month.	To be provided in the Annual MTW Report	To be provided in the Annual MTW Report

SS #3: Increase in Positive Outcomes in Employment Status				
Unit of Measurement/ Source of Data	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Report the following information separately for each category:	*Head(s) of households in <<category name>> prior to implementation of the activity (number). This number may be zero.*	*Expected head(s) of households in <<category name>> after implementation of the activity (number).*	*Actual head(s) of households in <<category name>> after implementation of the activity (number).*	*Whether the outcome meets or exceeds the benchmark.*
1. Employed Full-Time	As of 12/31/2015, 47 of 90 FSS heads of household were employed full-time.	In FY 2017, the expected heads of households employed Full-Time is 50.	To be provided in the Annual MTW Report	To be provided in the Annual MTW Report
2. Employed Part-Time	As of 12/31/2015, 21 of 90 FSS heads of household were employed part-time.	In FY 2017, the expected heads of households employed Full-Time is 35.	To be provided in the Annual MTW Report	To be provided in the Annual MTW Report
3. Enrolled in an Educational Program	As of 12/31/2015, 20 of 90 FSS heads of household were enrolled in an educational program.	In FY 2017, the expected heads of households enrolled in an educational program is 35.	To be provided in the Annual MTW Report	To be provided in the Annual MTW Report
4. Enrolled in Job Training Program	As of 12/31/2015, 3 of 90 FSS heads of household were enrolled in a job training program.	In FY 2017, the expected heads of households enrolled in a job training program is 6.	To be provided in the Annual MTW Report	To be provided in the Annual MTW Report
5. Unemployed	As of 12/31/2015, the total number of families with a head of household that was neither elderly nor disabled (i.e. "employable"), and had no earned income is 11.	In FY 2017, the expected number of families with a head of household that is neither elderly nor disabled (i.e. "employable"), and has no earned income is 13.	To be provided in the Annual MTW Report	To be provided in the Annual MTW Report
6. Other: Employed Part- or Full-Time	N/A	N/A	N/A	N/A

SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)				
Unit of Measurement/ Source of Data	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Number of households receiving TANF assistance (decrease).	*Households receiving TANF prior to implementation of the activity (number).*	*Expected number of households receiving TANF after implementation of the activity (number).*	*Actual households receiving TANF after implementation of the activity (number).*	*Whether the outcome meets or exceeds the benchmark.*
	As of 12/31/2015, only two FSS households were receiving TANF assistance.	In FY 2017, the expected number of households receiving TANF is 0.	To be provided in the Annual MTW Report	To be provided in the Annual MTW Report

SS #5: Households Assisted by Services that Increase Self-Sufficiency				
Unit of Measurement/ Source of Data	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Number of households receiving services aimed to increase self-sufficiency (increase).	*Households receiving self-sufficiency services prior to implementation of the activity (number).*	*Expected number of households receiving self-sufficiency services after implementation of the activity (number).*	*Actual number of households receiving self-sufficiency services after implementation of the activity (number).*	*Whether the outcome meets or exceeds the benchmark.*
	90 FSS households are receiving self-sufficiency services prior to implementation.	In FY 2017 the expected number of households receiving self-sufficiency services is 125.	To be provided in the Annual MTW Report	To be provided in the Annual MTW Report

SS #6: Reducing Per Unit Subsidy Costs for Participating Households				
Unit of Measurement/ Source of Data	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Average amount of Section 8 and/or 9 subsidy per household affected by this policy in dollars (decrease).	*Average subsidy per household affected by this policy prior to implementation of the activity (in dollars).*	*Expected average subsidy per household affected by this policy after implementation of the activity (in dollars).*	*Actual average subsidy per household affected by this policy after implementation of the activity (in dollars).*	*Whether the outcome meets or exceeds the benchmark.*
	Average HAP per FSS (HCV) household prior to implementing this policy was $1,144.	In FY 2017, the FCRHA expects the average HAP per FSS (HCV) household after implementing this policy to be $1,100.	To be provided in the Annual MTW Report	To be provided in the Annual MTW Report

SS #7: Increase in Agency Rental Revenue				
Unit of Measurement/Source of Data	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
PHA rental revenue in dollars (increase)	*PHA rental revenue prior to implementation of the activity (in dollars).*	*Expected PHA rental revenue after implementation of the activity (in dollars).*	*Actual PHA rental revenue after implementation of the activity (in dollars).*	*Whether the outcome meets or exceeds the benchmark.*
	In FY 2016, the estimated rental revenue is $6,228,558.	In FY 2017, the estimated rental revenue is $6,055,568.	To be provided in the Annual MTW Report	To be provided in the Annual MTW Report

SS #8: Households Transitioned to Self-Sufficiency				
Unit of Measurement/ Source of Data	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Number of households transitioned to self-sufficiency (increase). The PHA may create one or more definitions for "self-sufficiency" to use for this metric. Each time the PHA uses this metric, the "Outcome" number should also be provided in Section (II) Operating Information in the space provided.	*Households transitioned to self-sufficiency (<<PHA definition of self-sufficiency>>) prior to implementation of the activity (number). This number may be zero.*	*Expected households transitioned to self-sufficiency (<<PHA definition of self-sufficiency>>) after implementation of the activity (number).*	*Actual households transitioned to self-sufficiency (<<PHA definition of self-sufficiency >>) after implementation of the activity (number).*	*Whether the outcome meets or exceeds the benchmark.*
For purposes of collecting this metric only, the FCRHA is defining self-sufficiency as a household that is no longer receiving subsidy (in HCV) or is at 100% AMI (in PH).	The baseline is zero.	Of the new enrollments in FY 2017, zero are expected to transition to self-sufficiency.	To be provided in the Annual MTW Report	To be provided in the Annual MTW Report

Need/Justification for MTW Flexibility

The FCRHA requests HUD authorization to implement this activity under the following sections of its MTW Agreement:

- Attachment C, Section E Authorizations Related to Self Sufficiency

Because modifying the FSS escrow policy is not currently allowed by HUD, MTW flexibility is required to allow the FCRHA to implement this changes.

2017-3 Establish a Work Requirement for Family Self-Sufficiency Participants

Cost Effectiveness
Self-Sufficiency
Increase Housing Choice

Description of Activity

In addition to meeting their established self-sufficiency goals within the five-year timeframe, participants must "maintain suitable employment" for at least 12 consecutive months prior to graduation. HUD regulations do not specify criteria for "suitable employment," leaving it up to the PHA to determine the criteria on its own. This activity will clarify this definition and increase the expectation of families to be engaged in workforce activities critical to achieving self-sufficiency.

The FCRHA seeks authorization from HUD to establish a 32-hour work requirement for FSS participants. During the first four years of participation in the FSS program, participants will be required to engage in any combination of employment/training/education totaling 32 hours per week. Further, the participants will be required to work 32-hours per week for at least 12 consecutive months prior to graduation. For participants who are receiving SSI, SSDI, or who are elderly or disabled, work eligibility and appropriate hours will be determined through assessments with the Ticket to Work program (administered by the Northern Virginia Workforce Development Board and the SkillSource Group, Inc.), the Virginia Department of Aging and Rehabilitative Services, and the Fairfax County Department of Family Services.

The benefits to the work requirement include:

- Participants have clear and defined expectations for work, eliminating a vague policy that previously allowed families to disengage from these activities.
- Participants will increase their opportunity for building assets through their escrow accounts.
- Participants gain valuable work experience to help them move to self-sufficiency and meet requirements for homeownership. We will work with the Northern Virginia Workforce Development Board and other partners to connect the participants with work experience.
- FSS staff will no longer need to define "suitable employment."

This activity will begin July 2016 for new program participants.

Activity Metrics/Source of Data

SS #1: Increase in Household Income				
Unit of Measurement/ Source of Data	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Average earned income of households affected by this policy in dollars (increase).	Average earned income of households affected by this policy prior to implementation of the activity (in dollars).	Expected average earned income of households affected by this policy prior to implementation of the activity (in dollars).	Actual average earned income of households affected by this policy prior to implementation (in dollars).	Whether the outcome meets or exceeds the benchmark.
	As of 12/31/2015, the average earned income of families in the FSS program was $21,726. Incomes range from $4320 (household size of 2 and 5 percent AMI) on the low end to $90,791 (household size of 7 and 68 percent AMI).	The FCRHA does not expect the average earned income of households to increase in FY 2017, the first year of implementation of this activity.	To be provided in the Annual MTW Report	To be provided in the Annual MTW Report

SS #3: Increase in Positive Outcomes in Employment Status				
Unit of Measurement/ Source of Data	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Report the following information separately for each category:	Head(s) of households in <<category name>> prior to implementation of the activity (number). This number may be zero.	Expected head(s) of households in <<category name>> after implementation of the activity (number).	Actual head(s) of households in <<category name>> after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
1. Employed Full-Time	As of 12/31/2015, 47 of 90 FSS heads of household were employed full-time.	In FY 2017, the expected heads of households employed Full-Time is 50.	To be provided in the Annual MTW Report	To be provided in the Annual MTW Report
2. Employed Part-Time	As of 12/31/2015, 21 of 90 FSS heads of household were employed part-time.	In FY 2017, the expected heads of households employed Full-Time is 35.	To be provided in the Annual MTW Report	To be provided in the Annual MTW Report
3. Enrolled in an Educational Program	As of 12/31/2015, 20 of 90 FSS heads of household were enrolled in an	In FY 2017, the expected heads of households enrolled in an	To be provided in the Annual MTW Report	To be provided in the Annual MTW Report

	educational program.	educational program is 35.		
4. Enrolled in Job Training Program	As of 12/31/2015, 3 of 90 FSS heads of household were enrolled in a job training program.	In FY 2017, the expected heads of households enrolled in a job training program is 6.	To be provided in the Annual MTW Report	To be provided in the Annual MTW Report
5. Unemployed	As of 12/31/2015, the total number of families with a head of household that was neither elderly nor disabled (i.e. "employable"), and had no earned income is 11.	In FY 2017, the expected number of families with a head of household that is neither elderly nor disabled (i.e. "employable"), and has no earned income is 13.	To be provided in the Annual MTW Report	To be provided in the Annual MTW Report
6. Other: Employed Part- or Full-Time	N/A	N/A	N/A	N/A

SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)				
Unit of Measurement/ Source of Data	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Number of households receiving TANF assistance (decrease).	*Households receiving TANF prior to implementation of the activity (number).*	*Expected number of households receiving TANF after implementation of the activity (number).*	*Actual households receiving TANF after implementation of the activity (number).*	*Whether the outcome meets or exceeds the benchmark.*
	As of 12/31/2015, only two FSS households were receiving TANF assistance.	In FY 2017, the expected number of households receiving TANF is 0.	To be provided in the Annual MTW Report	To be provided in the Annual MTW Report

SS #5: Households Assisted by Services that Increase Self-Sufficiency				
Unit of Measurement/ Source of Data	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Number of households receiving services aimed to increase self-sufficiency (increase).	*Households receiving self-sufficiency services prior to implementation of the activity (number).*	*Expected number of households receiving self-sufficiency services after implementation of the activity (number).*	*Actual number of households receiving self-sufficiency services after implementation of the activity (number).*	*Whether the outcome meets or exceeds the benchmark.*
	As of 12/31/2015, 90 households were enrolled in the FSS Program and receiving self-sufficiency services.	In FY 2017, the expected number of households receiving self-sufficiency services as a result of this activity is 125.	To be provided in the Annual MTW Report	To be provided in the Annual MTW Report

SS #6: Reducing Per Unit Subsidy Costs for Participating Households				
Unit of Measurement/ Source of Data	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Average amount of Section 8 and/or 9 subsidy per household affected by this policy in dollars (decrease).	Average subsidy per household affected by this policy prior to implementation of the activity (in dollars).	Expected average subsidy per household affected by this policy after implementation of the activity (in dollars).	Actual average subsidy per household affected by this policy after implementation of the activity (in dollars).	
	Average HAP per FSS household prior to implementing this policy was $1,144.	In FY 2017, the FCRHA expects the average HAP per FSS household after implementing this policy to be $1,000.	To be provided in the Annual MTW Report	To be provided in the Annual MTW Report

SS #7: Increase in Agency Rental Revenue				
Unit of Measurement/ Source of Data	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
PHA rental revenue in dollars (increase)	*PHA rental revenue prior to implementation of the activity (in dollars).*	*Expected PHA rental revenue after implementation of the activity (in dollars).*	*Actual PHA rental revenue after implementation of the activity (in dollars).*	*Whether the outcome meets or exceeds the benchmark.*
	In FY 2016, the estimated rental revenue is $6,228,558.	In FY 2017, the estimated rental revenue is $6,055,568.	To be provided in the Annual MTW Report	To be provided in the Annual MTW Report

SS #8: Households Transitioned to Self-Sufficiency				
Unit of Measurement/ Source of Data	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Number of households transitioned to self-sufficiency (increase). The PHA may create one or more definitions for "self-sufficiency" to use for this metric. Each time the PHA uses this metric, the "Outcome" number should also be provided in Section (II) Operating Information in the space provided.	Households transitioned to self-sufficiency (<<PHA definition of self-sufficiency>>) prior to implementation of the activity (number). This number may be zero.	Expected households transitioned to self-sufficiency (<<PHA definition of self-sufficiency>>) after implementation of the activity (number).	Actual households transitioned to self-sufficiency (<<PHA definition of self-sufficiency >>) after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
For purposes of collecting this metric only, the FCRHA is defining self-sufficiency as a household that is no longer receiving subsidy (in HCV) or is at 100% AMI (in PH).	The baseline is zero.	Of the new enrollments in FY 2017, zero are expected to transition to self-sufficiency.	To be provided in the Annual MTW Report	To be provided in the Annual MTW Report

Need/Justification for MTW Flexibility

The FCRHA requests HUD authorization to implement this activity under the following sections of its MTW Agreement:

- Attachment C, Section E Authorizations Related to Self Sufficiency

Work requirements are currently not defined by HUD. MTW flexibility is required to allow the FCRHA to establish this work requirement for FSS participants.

2017-4 Exclude Income of Family Self-Sufficiency Head of Household Participants Who Are Enrolled Full Time in School

Cost Effectiveness
Self-Sufficiency
Increase Housing Choice

Description of Activity

Education, in addition to employment, is very important to the success of FSS participants in achieving their self-sufficiency goals. FSS participants develop goals to reach self-sufficiency within five years. During the first several years of participation, obtaining additional education in order to improve employment outcomes is often a high priority goal. Our program encourages participants to remain active in the workforce while they are enrolled in school because we understand the unique challenges of raising families and surviving financially in Fairfax County. Participants often refuse training and educational opportunities because they feel they cannot afford the expense and need to focus on earning income to meet the expense of daily life.

Currently, the FCRHA excludes all but $480 income from certain working adults in a household who are enrolled full-time in school—but this benefit **does not currently apply** to heads of household. All FSS participants are the heads of households. This is a critical benefit so that participants can cover both educational expenses and daily expenses.

The purpose of this activity is to request authorization to apply a similar income exclusion to a FSS head of household participant who chooses to remain employed and pursue educational opportunities. This exclusion would apply for up to two years. This will increase their motivation to both work and participate in education full time. In the evaluation of the FSS program conducted by True Purpose Leadership in December 2015, current and past FSS participants overwhelmingly said that there was a disincentive to increase income or work additional jobs. This activity addresses this by providing an incentive for participants to both enroll in education and work.

This activity will begin July 2016 for all current and new program participants.

Activity Metrics/Source of Data

SS #3: Increase in Positive Outcomes in Employment Status				
Unit of Measurement/ Source of Data	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Report the following information separately for each category:	Head(s) of households in <<category name>> prior to implementation of the activity (number). This number may be zero.	Expected head(s) of households in <<category name>> after implementation of the activity (number).	Actual head(s) of households in <<category name>> after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
1. Employed Full-Time	As of 12/31/2015, 47 of 90 FSS heads of household were employed full-time.	In FY 2017, the expected heads of households employed full-time is 50.	To be provided in the Annual MTW Report	To be provided in the Annual MTW Report
2. Employed Part-Time	As of 12/31/2015, 21 of 90 FSS heads of household were employed part-time.	In FY 2017, the expected heads of households employed part-time is 35.	To be provided in the Annual MTW Report	To be provided in the Annual MTW Report
3. Enrolled in an Educational Program	As of 12/31/2015, 20 of 90 FSS heads of household were enrolled in an educational program.	In FY 2017, the expected heads of households enrolled in an educational program is 35.	To be provided in the Annual MTW Report	To be provided in the Annual MTW Report
4. Enrolled in Job Training Program	As of 12/31/2015, 3 of 90 FSS heads of household were enrolled in a job training program.	In FY 2017, the expected heads of households enrolled in a job training program is 6.	To be provided in the Annual MTW Report	To be provided in the Annual MTW Report
5. Unemployed	As of 12/31/2015, the total number of families with a head of household that was neither elderly nor disabled (i.e. "employable"), and had no earned income is 11.	In FY 2017, the expected number of families with a head of household that is neither elderly nor disabled (i.e. "employable"), and has no earned income is 13.	To be provided in the Annual MTW Report	To be provided in the Annual MTW Report
6. Other: Employed Part- or Full-Time	N/A	N/A	N/A	N/A

SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)				
Unit of Measurement/ Source of Data	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Number of households receiving TANF assistance (decrease).	Households receiving TANF prior to implementation of the activity (number).	Expected number of households receiving TANF after implementation of the activity (number).	Actual households receiving TANF after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
	As of 12/31/2015, only two FSS households were receiving TANF assistance.	In FY 2017, the expected number of households receiving TANF is 0.	To be provided in the Annual MTW Report	To be provided in the Annual MTW Report

SS #5: Households Assisted by Services that Increase Self-Sufficiency				
Unit of Measurement/ Source of Data	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Number of households receiving services aimed to increase self-sufficiency (increase).	Households receiving self-sufficiency services prior to implementation of the activity (number).	Expected number of households receiving self-sufficiency services after implementation of the activity (number).	Actual number of households receiving self-sufficiency services after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
	As of 12/31/2015, 90 households were enrolled in the FSS program and receiving self-sufficiency services.	In FY 2017, the expected number of households receiving self-sufficiency services as a result of this activity is 125.	To be provided in the Annual MTW Report	To be provided in the Annual MTW Report

SS #6: Reducing Per Unit Subsidy Costs for Participating Households				
Unit of Measurement/ Source of Data	**Baseline**	**Benchmark**	**Outcome**	**Data Source**
Average amount of Section 8 and/or 9 subsidy per household affected by this policy in dollars (decrease).	Average subsidy per household affected by this policy prior to implementation of the activity (in dollars).	Expected average subsidy per household affected by this policy after implementation of the activity (in dollars).	Actual average subsidy per household affected by this policy after implementation of the activity (in dollars).	
	Average HAP per FSS (HCV) household prior to implementing this policy was $1,144.	In FY 2017, the FCRHA expects the average HAP per FSS (HCV) household after implementing this policy to be $1,100.		

Need/Justification for MTW Flexibility

The FCRHA requests HUD authorization to implement this activity under the following sections of its MTW Agreement:

- Attachment C, Section E Authorizations Related to Self Sufficiency

MTW authorization is required for this activity because this exclusion is currently not allowed under HUD regulations.

2017-5 Establish Gateway to Housing Choice Voucher Program from the Tenant-Based Rental Assistance Program

Cost Effectiveness

Self-Sufficiency

Increase Housing Choice

Description of Activity

The FCRHA has nearly 50 Tenant-Based Rental Assistance (TBRA) vouchers which provide housing assistance to formerly homeless households, non-elderly disabled households, and families that were not able to be served through the Public Housing program because of a reasonable accommodation or some other reason Public Housing was no longer suitable. The average bedroom size for this assistance is two bedrooms and the average housing assistance payment for these families is $54,000. All of these families will require long-term affordable housing assistance.

TBRA is funded through the Federal HOME Investments Partnership Program. During each Federal budget negotiation, the FCRHA is regularly concerned about a loss of funding for this program. While HOME is funded currently, the FCRHA would like to establish a gateway between the TBRA program and HCV, similar to the locally-funded Bridging Affordability program. Thus, should it be necessary to decrease the number of TBRA households funded through HOME, the gateway will be established by establishing a preference for priority on the HCV waiting list to ensure that these families continue to receive affordable housing assistance.

Activity Metrics/Source of Data

CE #1: Agency Cost Savings				
Unit of Measurement/ Source of Data	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Total cost of task in dollars (decrease).	*Cost of task prior to implementation of the activity (in dollars).*	*Expected cost of task after implementation of the activity (in dollars).*	*Actual cost of task after implementation of the activity (in dollars).*	*Whether the outcome meets or exceeds the benchmark.*
	There is no cost associated with this activity.	There is no cost associated with this activity.	There are no outcomes expected regarding agency cost savings.	

CE #2: Staff Time Savings				
Unit of Measurement/ Source of Data	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Total time to complete the task in staff hours (decrease).	*Total amount of staff time dedicated to the task prior to implementation of the activity (in hours).*	*Expected amount of total staff time dedicated to the task after implementation of the activity (in hours).*	*Actual amount of total staff time dedicated to the task after implementation of the activity (in hours).*	*Whether the outcome meets or exceeds the benchmark.*
	There is no staff time savings associated with this activity.	There is no staff time savings associated with this activity.	There are no outcomes expected regarding agency staff time savings.	

CE #3: Decrease in Error Rate of Task Execution				
Unit of Measurement/ Source of Data	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Average error rate in completing a task as a percentage (decrease).	*Average error rate of task prior to implementation of the activity (percentage).*	*Expected average error rate of task after implementation of the activity (percentage).*	*Actual average error rate of task after implementation of the activity (percentage).*	*Whether the outcome meets or exceeds the benchmark.*
	There are no error rates associated with this activity.	There are no benchmarks associated with error rates with this activity.	There are no outcomes expected error rates.	

Need/Justification for MTW Flexibility

The FCRHA requests HUD authorization to implement this activity under the following sections of its MTW Agreement:

- Attachment C, Section D.4 Waiting List Policies

MTW flexibility is necessary to modify waiting list procedures.

2017-6 Authorization to Establish a Local Moving to Work Project-Based Voucher Program

Cost Effectiveness

Self-Sufficiency

Increase Housing Choice

Description of Activity

The FCRHA and Fairfax County own affordable housing units as well as land which could provide additional affordable housing units throughout Fairfax County. The FY 2016 Strategic Plan for the FCRHA and HCD includes several strategies to increase affordable housing options for residents, as well as to preserve the existing affordable units. To be in a better position to do so—to be able to be opportunity driven--the FCRHA is requesting authorization to establish a local project-based voucher program. The key components of this authorization are to allow the FCRHA to provide a commitment of PBVs, without a competition, for:

1. Development or redevelopment by the FCRHA of FCRHA- or Fairfax County-owned housing units or land;
2. Development or redevelopment by private developers of FCRHA- or Fairfax County-owned housing units or land;
3. Development or redevelopment by private developers utilizing FCRHA financing.

Further, this authorization will allow the FCRHA to utilize PBVs for its own Fairfax County Rental Program (FCRP) units. Specific authorization from the FCRHA would be requested for the commitment of PBVs in projects under this authority. There will continue to be a PBV competition for other projects, as vouchers are available.

With regard to the commitment of PBVs to for-profit and non-profit partners, while the FCRHA or County may choose a specific development/redevelopment to pursue, the selection of the developer will continue to be competitive.

Establishment of a MTW PBV program will provide the FCRHA will the flexibility to work with private developers and commit a valuable asset to potentially close the financing gap in affordable housing projects. This will increase the housing choices of Fairfax County residents.

Activity Metrics/Source of Data

CE #1: Agency Cost Savings				
Unit of Measurement/ Source of Data	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Total cost of task in dollars (decrease).	*Cost of task prior to implementation of the activity (in dollars).*	*Expected cost of task after implementation of the activity (in dollars).*	*Actual cost of task after implementation of the activity (in dollars).*	*Whether the outcome meets or exceeds the benchmark.*
	There is no cost associated with this activity.	There is no cost associated with this activity.	There are no outcomes expected regarding agency cost savings.	

CE #2: Staff Time Savings				
Unit of Measurement/ Source of Data	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Total time to complete the task in staff hours (decrease).	*Total amount of staff time dedicated to the task prior to implementation of the activity (in hours).*	*Expected amount of total staff time dedicated to the task after implementation of the activity (in hours).*	*Actual amount of total staff time dedicated to the task after implementation of the activity (in hours).*	*Whether the outcome meets or exceeds the benchmark.*
	There is no staff savings related to this activity.	There are no benchmarks related to this activity.	There are no outcomes related to this activity.	

Need/Justification for MTW Flexibility

The FCRHA requests HUD authorization to implement this activity under the following sections of its MTW Agreement:

- Attachment C, Section D.7 Establishment of an Agency MTW Section 8 Project-Based Program

Authorization is requested because committing PBVs without competition to projects is currently no allowed.

IV.A. Approved MTW Activities: Implemented

The following MTW activities are currently being implemented. A summary and status update on these activities follows:

ACTIVITY	
2014-1	Reduction in Frequency of Reexaminations
2014-2	Eliminate Mandatory Earned Income Disregard Calculation
2014-3	Streamlined Inspections for Housing Choice Voucher Units
2014-9	Increase the Family's Share of Rent from 30 Percent to 35 Percent of Family Income in the Housing Choice Voucher and Public Housing Programs
2015-1	Eliminate Flat Rents in the Public Housing Program

2014-1 Reduction in Frequency of Reexaminations

Cost Effectiveness

Self-Sufficiency

Increase Housing Choice

Description of Activity/Status

This activity was first approved in the FY 2014 MTW Plan Year. The objectives of this activity are to provide a work incentive for all families and to reduce the burden on staff and families by reducing the frequency of income reexaminations. The FCRHA proposed the following changes:

- Reexaminations will be reduced from annually to once every two years. Families that claim to have zero income will continue to meet with FCRHA staff regularly.
- Reexaminations for families on fixed incomes (only SSI, SSDI, SS, or pensions, or any combination of those sources) will be conducted every three years.
- Interim increases—that is, increases in income between annual reexaminations—will be disregarded until the next scheduled biennial or triennial reexamination.
- Interim decreases, a reported decrease in income, will be limited to one during a calendar year and no interim decreases during the first six months after initial occupancy.

The reduction in the frequency of reexaminations provides an incentive to work for all families—including elderly families and/or people with disabilities who wish to be employed—who will not be subject to a rent increase when their income increases as a result of self-sufficiency successes such as new employment or job promotion. Through this activity, the FCRHA is reducing the regulatory burden both on the participant families and staff to allow a greater focus on people—not paperwork.

In early 2014, the FCRHA started the implementation of this activity by informing HCV households and all those households in the Public Housing Pilot Portfolio about the biennial/triennial reexamination cycle. In July 2014, the FCRHA began phasing in affected households to the alternate reexamination schedule and is expected to completely phase in by June 2016. The FCRHA has temporarily postponed its new interim policy.

Activity Metrics

There are no changes to the Activity Metrics for FY 2017.

2014-2 Eliminate Mandatory Earned Income Disregard Calculation

Cost Effectiveness

Self-Sufficiency

Increase Housing Choice

Description of Activity/Status

Eliminating the Mandatory Earned Income Disregard (EID) calculation was an opportunity for cost effectiveness and allowed staff to reallocate resources toward self-sufficiency development. EID regulations are cumbersome to apply yet affect only one percent of families in the Public Housing and Housing Choice Voucher programs. The FCRHA believes the time spent on complying with this relatively obscure calculation is better used to help families with Individual Development Plans and goal-setting.

As part of the HUD-mandated EID calculation, any family in the Public Housing program, and any family in the HCV program that included a member(s) with disabilities, was eligible for EID when an unemployed or under-employed family member obtained a job or increased their wages. The resulting income increase was fully excluded for 12 months and 50 percent excluded for an additional 12 months. In FY 2011, only 52 families in the FCRHA's Public Housing and HCV programs benefited from the EID calculation.

In its FY 2014 MTW Plan, the FCRHA proposed eliminating the HUD-mandated EID calculation and in February 2014 began notifying affected families. In order to allow families to prepare for any potential changes in rent, families that received notification within three months of their reexaminations are being phased out at their second annual reexamination. The FCRHA will complete this activity and eliminate all use of the EID calculation in Fiscal Year 2015. No new families will receive the disregard in FY 2016; that is, the EID calculation will no longer be included as part of any rent calculation. The FCRHA does not anticipate changes or modifications to this activity during the FY 2017 Plan year.

Activity Metrics

There are no changes to the Activity Metrics for FY 2017.

2014-3 Streamlined Inspections for Housing Choice Voucher Units

Cost Effectiveness

Self-Sufficiency

Increase Housing Choice

Description of Activity/Status

Streamlining Housing Choice Voucher inspections provides a two-part connection to the FCRHA's THRIVE initiative – (1) it reduces staff time spent on inspections of units that are historically of high-quality, and (2) it provides an incentive for families to maintain their units via less frequent inspections. This activity is expected to reduce the costs associated with conducting HCV inspections, encourage owners to maintain their units, and incentivize families to employ good housekeeping practices.

This activity was first approved in the FCRHA's 2014 MTW Plan. HUD regulations currently mandate that housing authorities inspect every HCV unit at least annually to ensure it meets Housing Quality Standards (HQS).

In FY 2014, the FCRHA re-evaluated the scope of its activity to streamline inspections for all HCV units in response to inspection staff concerns that units which have repeatedly failed inspections might continue to pose potential hazards to tenants if not reinspected. Rather than allowing all HCV units to transition to biennial inspections after one passed inspection and self-certification by the household and the landlord, the FCRHA relies on its inspectors to determine if the unit and both parties are prepared for biennial inspections. Inspectors now take into account whether or not landlords conduct their own annual inspection, respond to repairs timely and have a good history of working with the tenant to address lease violations. In addition, the inspector considers the tenant's housekeeping, ability to address housing issues with the landlord and ability to maintain their home in a decent, safe and sanitary condition.

Tenants, owners, or a third-party will continue to have the option to request Special Inspections at any time, and any complaints received by the FCRHA from a tenant, owner or third-party may revert a unit back to an annual inspection cycle. Additionally, all HCV units will be subject to Quality Control Inspections and the FCRHA will specifically focus those inspections on households less likely to report unsafe or unsanitary conditions. Inspection staff will follow HQS protocol including using HUD Form 52580 for all inspections.

While all HCV households received notification in Fiscal Year 2014 of the change in inspection cycle, the FCRHA began actual implementation of streamlined inspections in Fiscal Year 2015. Beginning November 2014, qualified units due for inspection received their last annual inspection and are being phased in to the biennial inspection.

Activity Metrics

There are no changes to the Activity Metrics for FY 2017.

2014-9 Increase the Family's Share of Rent from 30 Percent to 35 Percent of Family Income in the Housing Choice Voucher and Public Housing Programs

Cost Effectiveness

Self-Sufficiency

Increase Housing Choice

Description of Activity/Status

Previously, in the HCV and Public Housing programs, the amount that a participant family paid for rent and utilities (the family share) was based on the highest of: a minimum rent of $50, ten percent of the family's monthly gross income, or 30 percent of the family's monthly adjusted income. Along with other cost saving activities that were planned by the FCRHA, reforming the calculation used to determine the family's share of rent and utilities, by increasing the percent of the family's monthly adjusted income from 30 percent to 35 percent, allowed the FCRHA to counteract the financial impacts of federal sequestration. This reform, recommended by the THRIVE Advisory Committee, was implemented to stabilize the Public Housing and HCV programs and help close the operating subsidy shortfall in the Public Housing program.

The FCRHA proposed:

- Increase the percentage from 30 percent to 35 percent of adjusted income.
- Apply the change to all families in both programs, with the exception of families on fixed incomes (only SSI, SSDI, SS, or pensions, or any combination of those sources) and families in the Housing Choice Voucher Veterans Affairs Supportive Housing (VASH) program. These families will continue to pay the highest of (1) 30 percent of adjusted income, (2) 10 percent of gross income, or (3) the FCRHA's current minimum rent.

This was first approved in an amended FY 2014 MTW Plan. The FCRHA notified affected families and landlords of the change late in FY 2014. The FCRHA began phasing in implementation of this activity with reexaminations starting July 1, 2014 and completed phase in by June 2015.

Activity Metrics

There are no changes to the Activity Metrics in FY 2017.

2015-1 Eliminate Flat Rents in the Public Housing Program

Cost Effectiveness

Self-Sufficiency

Increase Housing Choice

Description of Activity/Status

In the Public Housing program, families have the choice between paying a rent based on 35 percent of their adjusted income, or a "flat rent" that is established by property and bedroom size. These flat rents are set by the FCRHA and are equivalent to what the unit would rent for on the private market. HUD's flat rent policy is intended to encourage self-sufficiency, but only 20 families in the FCRHA's Public Housing program have selected the flat rent option. These families are paying less than the 35 percent standard that all other families are paying.

In an amended FY 2015 MTW Plan, the FCRHA proposed to eliminate the flat rent option so that all families currently paying flat rent would be required to pay 35 percent of their adjusted income at their next annual recertification. HUD approved this activity in late 2015 and the FCRHA began implementation of this policy after the amended Plan was approved. The FCRHA sent letters to all affected families notifying them that a new rent calculation based on 35 percent of their adjusted income will become effective at their next annual recertification. They were given at least a 90-day notice. Families whose recertification fell less than 90 days from notification will receive the new rent calculation at their second annual recertification.

Activity Metrics

There are no changes to the Activity Metrics for FY 2017.

IV.B. Approved MTW Activities: Not Yet Implemented Activities

2014-5 Institute a New Minimum Rent

Cost Effectiveness

Self-Sufficiency

Increase Housing Choice

Description of Activity

Along with its "people not paperwork" focus, the FCRHA is committed to creating a THRIVE Housing Continuum that provides the right housing at the right time, based on a household's income and skill set – and allows participating households to move through the Housing Continuum as they become more self-sufficient. In order to achieve the next level of self-sufficiency and move through the Housing Continuum, families that are able to work must be engaging in some type of self-sufficiency activity. Families will need to be working, looking for work, in school, or in a job training program if they are to be successful at moving through the Housing Continuum. The FCRHA has long-standing relationships with job trainers and providers, such as the Northern Virginia Workforce Development Board and the Northern Virginia Community College that provide invaluable resources to families in FCRHA programs. This activity will be further supported by the "paperwork relief" achieved through other activities (less frequent reexaminations and streamlined inspections) in the FCRHA's MTW Plan.

The activity was first approved in the FCRHA's 2014 MTW Plan and was reproposed for HUD approval in the FY 2016 MTW Plan. In an effort to encourage families that are able to work to seek employment and stay employed, the FCRHA is proposing a new minimum rent based on working wages. Specifically, the FCRHA is proposing to increase the minimum rent from $50 to $220 per month for "workable" families. This rent is based on one family member working 20 hours per week for four weeks during the month earning the minimum wage of $7.25. This policy will be piloted with families in several properties in its Public Housing portfolio (THRIVE Pilot Portfolio) to best gauge the effects of raising the minimum rent on efforts to encourage families to work. These properties include Greenwood, West Ford, and The Park. Families will be given a one year notice of the minimum rent increase. Elderly and disabled families will be excluded from the higher minimum rent and eligible families will be able to apply for hardship exemption.

The FCRHA anticipates that:

- In the first year of implementation of this activity, the number of families that pay the new minimum rent will increase;
- In the second year of implementation of this activity, the number of families that pay minimum rent will begin to decrease; and
- Within three years of implementation of this activity, the majority of work able families that are not otherwise exempt will be working at least part-time in minimum wage jobs.

Impact Analysis: Instituting a New Minimum rent will be implemented with eligible households in three Public Housing properties: Greenwood, The Park, and West Ford, a total of 267 units. The anticipated impacts and the metrics that will be used to assess the impacts of this reform can be found above. Although the FCRHA does not anticipate that instituting a new minimum rent will disproportionately affect households in any specific group, raising the minimum rent may have the unintended consequence of increasing the number of families that are not able to make full and timely rent payments. In FY 2015 in all Public Housing units, 46 “workable” families are paying the current minimum rent, with 15 households living at Greenwood, The Park and West Ford communities. If minimum rent was raised to $220 from $50 beginning July 1, 2016 and none of the families’ gain additional employment, 39 households living in the three Public Housing communities Greenwood, West Ford and The Park will be impacted. However, all families affected by the minimum rent activity will have access to case management services and incentives that focus on moving families toward self-sufficiency including access to employment services.

Annual Reevaluation of Rent Reform Initiative: Outcomes will be measured and reviewed annually using the metrics described above and, if necessary, the activity will be revised to mitigate negative impacts.

Hardship Case Criteria: Families eligible for the minimum rent will be subject the FCRHA’s Hardship Policy. This policy is the following:

The FCRHA will grant an exemption to minimum rent in Public Housing if a family is unable to pay the new rent because of a financial hardship. The family must submit a request for a hardship exemption in writing. The request must explain the nature of the hardship and how the hardship has affected the family’s ability to pay rent.

Financial hardship includes:

1. The family has lost eligibility for or is awaiting an eligibility determination for a Federal, state, or local assistance program.
   a. A hardship will be considered to exist only if the loss of eligibility has an impact on the family’s ability to pay the higher rent.

b. For a family waiting for a determination of eligibility, the hardship period will end as of the first of the month following (1) implementation of assistance, if approved, or (2) the decision to deny assistance. A family whose request for assistance is denied may request a hardship exemption based upon one of the other allowable hardship circumstances.

2. The family would be evicted because it is unable to pay the rent. The cause of the eviction must be the family's failure to pay rent.

3. Family income has decreased because of changed family circumstances, including loss of employment.

4. A death has occurred in the family. The family must describe how the death has created a financial hardship.

Transition Period: All families will receive at least one year advance notice prior to implementation of the new minimum rent. During this transition period all affected families will have access to case management services aimed at improving self-sufficiency.

Update on Implementation of Activity/Timeline

Instituting a minimum rent has not been implemented yet. The FCRHA uses Yardi as its software to manage all aspects of its affordable housing operations. Fairfax County—the County Attorney's Office, the Department of Information Technology, and the FCRHA--and Yardi are currently negotiating a renewal contact. These negotiations have taken longer than expected and have delayed the implementation of this activity because of the necessity of having Yardi to manage this function. The contract is expected to be signed in early 2016 and implementation of this activity is expected to begin in July 2016.

There are no changes to this activity since it was approved.

2014-6 Design and Initiate a Rent Control Study

Cost Effectiveness

Self-Sufficiency

Increase Housing Choice

Description of Activity

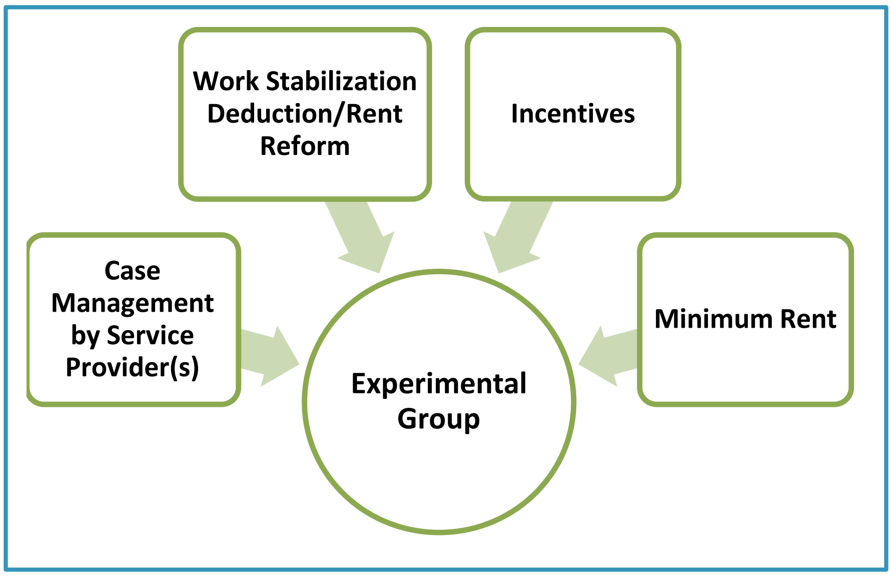
The FCRHA, in collaboration with George Mason University (GMU) and the THRIVE Rent Reform Subcommittee, has redesigned the alternate rent strategy for families in the rent control study giving them an opportunity to increase deductions as they increase their income. Coupled with more access to FCRHA staff and other County and non-profit self-sufficiency resources, as well as self-sufficiency incentives, the FCRHA believes this strategy will more effectively support self-sufficiency than HUD's current rent calculation. Additionally, the FCRHA's partnership with two centers at George Mason University – the Center for Regional Analysis and the Center for Social Science Research – will ensure the FCRHA can implement this study while maintaining the agency's financial solvency, serving the same number of families, and accurately evaluating the impact of the rent reform efforts.

The activity was first approved in the FCRHA's 2014 MTW Plan and, in the current version discussed below, is being reproposed for HUD approval in the FY 2016 MTW Plan.

The FCRHA's Rent Control Study proposes an alternate rent strategy for incentivizing families to increase their income and savings through a simplified approach to calculating a family's adjusted income by:

- Continuing to exclude income directly related to achieving self-sufficiency, such as income from training programs and student financial assistance;
- Utilizing a "work stabilization" deduction to replace existing deductions. The new Work Stabilization Deduction will equal 20 percent of the family's gross earned income;
- Alternating income reexaminations every two years so families can take advantage of income increases without a resulting rent increase;
- Providing case management services through a contract with non-profit organizations that will focus on moving families toward self-sufficiency and partnering with SkillSource, the local Workforce Development Board employment one-stop organization, to provide a dedicated employment specialist;
- Providing incentives for families that meet self-sufficiency goals; and
- Implementing a minimum rent to further encourage families to work. This activity is discussed under MTW activity <u>2014-5 Institute a New Minimum Rent</u>.

Staff from the Fairfax County Department of Housing and Community Development, together with the THRIVE Rent Reform Subcommittee, has been meeting regularly with George Mason University's Center for Regional Analysis and Center for Social Science Research to design the study. The study will focus on three large Public Housing properties—Greenwood, The Park, and West Ford--in the THRIVE Pilot Portfolio with a total of 267 units, the experimental group.[2] Residents in the experimental group will participate in the new minimum rent, the new rent reform, a self-sufficiency incentive program, and receive case management/self-sufficiency services through a non-profit organization (see Illustration below).



The control group will consist of residents living outside of the THRIVE Pilot Portfolio whose minimum rent and rent calculation will remain unchanged. The control group will not receive incentives or receive services beyond those generally available on their properties or in the community.

The GMU study will identify and report on independent, control and dependent variables and outcomes and primary data collection will come from FCRHA database records. The study will report on self-sufficiency metrics including changes to household income and savings, need for Temporary Assistance to Needy Families (TANF), changes in housing subsidies, and participation in services that increase self-sufficiency. The final GMU report will include a discussion of methodology and findings. Recommendations will cover substantive implications for the FCRHA, as well as suggestions for additional housing program research.

[2] A randomized selection of units is not possible as individual units receiving different rent structures would risk "contamination" effect and prevent efficient service delivery at centralized property locations.

The FCRHA anticipates that as a result of the rent reform activities:

- There will be an increase in the average household income;
- There will be an increase in average household savings;
- Fewer households will remain on TANF;
- All households in the study experiment group will be assisted with services aimed at increasing self-sufficiency; and
- There will be a reduction in the average unit subsidy of households in the test group.

Impact Analysis: A description of this rent reform initiative to institute a new minimum rent, its anticipated impacts and the metrics that will be used to assess the impacts of this reform are discussed above. The FCRHA does not anticipate that the rent reform study will disproportionately affect households in any specific group; elderly and disable households will not be part of study. In FY 2015, 618 families will be paying an average rent of approximately $632 based on 35 percent share of rent. The average deduction for these families is anticipated to be approximately $1,258. Under the proposed rent reform, the new work stabilization deduction will increase to approximately $4,148 and the average family share of rent will decrease to approximately $566. The FCRHA anticipates that the reduced rent, coupled with incentives and case management services, will result in increased household savings, achievement of family self-sufficiency goals and movement of families along the Housing Continuum.

Annual Reevaluation of Rent Reform Initiative: Outcomes will be measured and reviewed annually using the metrics described above and, if necessary, the activity will be revised to mitigate negative impacts.

Hardship Case Criteria: Families eligible for rent control study will be subject the FCRHA's Hardship Policy. This policy is the following:

The FCRHA will grant an exemption to Rent Reform if a family is unable to pay the new rent because of a financial hardship. The family must submit a request for a hardship exemption in writing. The request must explain the nature of the hardship and how the hardship has affected the family's ability to pay rent.

Financial hardship includes:

1. The family has lost eligibility for or is awaiting an eligibility determination for a federal, state, or local assistance program.
   a. A hardship will be considered to exist only if the loss of eligibility has an impact on the family's ability to pay the higher rent.
   b. For a family waiting for a determination of eligibility, the hardship period will end as of the first of the month following (1) implementation of assistance, if approved, or (2) the decision to deny assistance. A family whose request for

assistance is denied may request a hardship exemption based upon one of the other allowable hardship circumstances.

2. The family would be evicted because it is unable to pay the rent. The cause of the eviction must be the family's failure to pay rent.

3. Family income has decreased because of changed family circumstances, including loss of employment.

4. A death has occurred in the family. The family must describe how the death has created a financial hardship.

Transition Period: All families in properties selected for participation in the rent reform experiment group, specifically Greenwood, West Ford, and The Park, will receive at least a ninety-day notice prior to implementation of the new reform policies.

Update on Implementation of Activity/Timeline

Instituting a rent control has not been implement yet. The FCRHA uses Yardi as its software to manage all aspects of its affordable housing operations. Fairfax County—the County Attorney's Office and the Department of Information Technology, and the FCRHA--and Yardi are currently negotiating a renewal contact. These negotiations have taken longer than expected and have delayed the implementation of this activity because of the necessity of having Yardi to manage this function. The contract is expected to be signed in early 2016 and implementation of this activity is expected to begin in July 2016. The evaluation is expected to be completed in two years; however, preliminary analysis may be available each year.

There are no changes to this activity since it was approved.

2016-1 Use MTW Funds for Local, Non-Traditional Housing Program

Cost Effectiveness

Self-Sufficiency

Increase Housing Choice

Description of Activity

The FCRHA is committed to creating a THRIVE Housing Continuum that provides the right housing at the right time, based on a household's income and skill set – and allows participating households to move through the different steps of the Housing Continuum as they become more self-sufficient. Through this activity the FCRHA is proposing to create a gateway to the Federal programs for those at the first step of the Housing Continuum, using the Fairfax County Bridging Affordability (BA) program, to define the entry point into the BA program and the Housing Continuum, and to facilitate movement along the Housing Continuum. This activity will address the MTW statutory objectives of assisting families to move to self-sufficiency and increasing housing choice.

Historically, waiting lists for affordable housing in Fairfax County have been lengthy and very low income families can wait seven years or more before receiving a Housing Choice Voucher or Public Housing unit offer. The Fairfax County Department of Housing and Community Development operates the Bridging Affordability program, a locally-funded rental subsidy program for income-eligible households who are either: 1) homeless; or 2) on one of the County's waiting lists for affordable housing. The BA program provides temporary rental subsidies of one to three years to help these families while they wait for permanent housing opportunities and, by partnering with non-profit organizations, the program also provides case management/supportive services to help families with their unique needs.

The program was developed through the collective effort of non-profit organizations, community advocates, the FCRHA, Fairfax-Falls Church Community Services Board (CSB), and the Fairfax County Office to Prevent and End Homelessness. Bridging Affordability is operated by a collaborative of non-profit organizations led by Northern Virginia Family Service (NVFS), under contract with Fairfax County. Fairfax County provides rental subsidies, up to the Fair Market Rent, and NVFS manages the eligibility process, assists families in locating units, and provides services to families in an effort to achieve self-sufficiency. In addition, NVFS leverages resources that cover a wide variety of services, including supporting case managers, employment specialists, and housing locators.

The Bridging Affordability program is modeled after the Housing Choice Voucher program. Like the Housing Choice Voucher program, the Bridging Affordability program can be used across the County, and expands housing options for low-income households, including persons with physical or sensory disabilities and families eligible for services provided by the CSB, which serves persons with mental illness and intellectual and developmental disabilities. Similarly to the current Housing Choice Voucher program, families are phasing in to a 35 percent family share of rent. And like the Housing Choice Voucher program, all BA units must meet Housing Quality Standards. These similarities have been built into BA to ensure a seamless transition between steps in the Housing Continuum.

In FY 2016 the FCRHA will use MTW block grant funds to pay for security deposits for families entering into the Bridging Affordability program. These families often find it difficult to pay these initial expenses. Northern Virginia Family Services and the other organizations working with these families will determine those most needing security deposits to help them transition to affordable housing. The FCRHA anticipates that this activity will allow the County to provide affordable housing choice to up to 100 families each year, while at the same time assisting these families with their self-sufficiency needs.

Update on Implementation of Activity/Timeline

The FCRHA is currently in contract negotiations with the non-profit service providers of the Bridging Affordability program. This assistance is being included with this contract. It is expected that this activity will be implemented by July 2016.

There are no changes to this activity since it was approved.

2016-2 Modify Project-Based Voucher Choice Mobility Criteria

Cost Effectiveness
Self-Sufficiency
Increase Housing Choice

Description of Activity

Modifying the PBV Choice Mobility Criteria will allow the FCRHA to prioritize its limited resources to the neediest families and align housing resources with community needs. The FCRHA believes that changing the PBV choice mobility criteria will result in greater housing choice for new families entering the THRIVE Housing Continuum. The goal of this activity is to assist families not yet served while maintaining the stability of families already housed. The FCRHA plans to reserve a majority of the tenant-based voucher opportunities for new families on its waiting list and will promote the stability of families in PBV units by encouraging continued housing assistance at their current residence.

When its voucher program is fully leased, the FCRHA typically has fewer than 200 tenant-based vouchers available yearly due to attrition. Currently, families living in PBV units are given priority to receive tenant-based vouchers after only one year of residency (while keeping the project-based voucher at the original property), thereby reducing the number of tenant vouchers available to new families on the waiting list. Utilizing MTW, the FCRHA is proposing an alternative policy that prioritizes tenant vouchers for new families and limits the number of PBV holders that receive a tenant voucher in any given year. By modifying choice mobility criteria, the FCRHA will reduce the wait time for families on its tenant-based voucher list, thereby expanding affordable housing opportunities for families not currently served.

The FCRHA is proposing to:

- Maintain a waiting list of families that request to convert their project-based voucher to a tenant-based voucher.
- Allow PBV families that request to move, to be added to the "PBV to HCV conversion" waiting list after one year of residency.
- Allow approximately five percent of the projected tenant-based vouchers each fiscal year to be available for choice mobility of PBV holders.

This activity will not apply to RAD projects. In addition, Choice Mobility will be allowed for instances for reasonable accommodations and Violence Against Women Act (VAWA) cases.

Update on Implementation of Activity/Timeline

This activity is expected to be implemented by July 2016.

There are no changes to this activity since it was approved.

IV.C. Approved MTW Activities: Activities on Hold

2014-4 Streamlined Inspections for Public Housing Residents

Similarly to activity 2014-3 Streamlined Inspections for Housing Choice Voucher Units, the FCRHA believes that streamlining its Public Housing inspections will both reduce costs for the agency and provide another tool for families to engage in their own self-sufficiency. Rather than treat all units and families the same, the FCRHA will focus its inspection efforts on educating families on Uniform Physical Condition Standards (UPCS), monitoring and inspecting at-risk/problematic units, encouraging families to maintain their units, and providing incentives to families that do so. This activity provides the FCRHA the flexibility to better allocate resources and reward committed families.

The activity was first approved in the FCRHA's FY 2014 MTW Plan. The FCRHA is currently revising the PH housekeeping streamlined inspection process and the activity is currently on hold.

2014-8 Allow Implementation of Reduced Payment Standards at Next Annual Reexamination

Because of the financial impact on HCV families due to increasing the family share of rent to 35 percent, which was implemented in FY 2015, this activity has been put on hold. The FCRHA currently does not have plans to reactivate this activity.

2014-7 Convert Scattered-Site Public Housing Units to Project-Based Section 8 Assistance

The FCRHA applied for the RAD program and will convert all of its Public Housing stock to long-term Section 8 rental assistance contracts by the end of FY 2017. Therefore, this activity is being placed on hold until the conversion is completed.

IV.D. Approved MTW Activities: Closed Out

None

V. Sources and Uses of Funds

Estimated Sources of MTW Funding for the Fiscal Year		
PHAs shall provide the estimated sources and amounts of MTW funding by FDS line item.		
Sources		
FDS Line Item	**FDS Line Item Name**	**Dollar Amount**
70500 (70300+70400)	Total Tenant Revenue	$ 6,055,568
70600	HUD PHA Operating Grants	$ 53,413,381
70610	Capital Grants	$ 331,735
70700 (70710+70720+70730+70740+70750)	Total Fee Revenue	$ 1,162,041
71100+72000	Interest Income	$ 15,713
71600	Gain or Loss on Sale of Capital Assets	$ -
71200+71300+71310+71400+71500	Other Income	$ 6,541,008
70000	**Total Revenue**	$ 67,519,446

Estimated Uses of MTW Funding for the Fiscal Year

PHAs shall provide the estimated uses and amounts of MTW spending by FDS line item.

Uses

FDS Line Item	FDS Line Item Name	Dollar Amount
91000 (91100+91200+91400+91500+91600+91700+91800+91900)	Total Operating - Administrative	$ 6,680,367
91300+91310+92000	Management Fee Expense	$ 1,162,041
91810	Allocated Overhead	$ -
92500 (92100+92200+92300+92400)	Total Tenant Services	$ 117,803
93000 (93100+93600+93200+93300+93400+93800)	Total Utilities	$ 2,527,255
93500+93700	Labor	$ -
94000 (94100+94200+94300+94500)	Total Ordinary Maintenance	$ 4,036,768
95000 (95100+95200+95300+95500)	Total Protective Services	$ -
96100 (96110+96120+96130+96140)	Total insurance Premiums	$ -
96000 (96200+96210+96300+96400+96500+96600+96800)	Total Other General Expenses	$ 195,804
96700 (96710+96720+96730)	Total Interest Expense and Amortization Cost	$ -
97100+97200	Total Extraordinary Maintenance	$ -
97300+97350	Housing Assistance Payments + HAP Portability-In	$ 52,798,939
97400	Depreciation Expense	$ -
97500+97600+97700+97800	All Other Expenses	$ -
90000	Total Expenses	$ 67,518,977

Describe the Activities that Will Use Only MTW Single Fund Flexibility

In FY 2017, the FCRHA plans to utilize MTW Block Grant to:

• Provide a rental subsidy to new families entering the Bridging Affordability program. Housing choice will be provided to up to 100 new families.

• Implement the pilot Rent Reform Initiative. A new "work stabilization" deduction will be utilized to encourage families to work.

• Contract with a non-profit organization to provide case management to families involved in the pilot portfolio. Families will be connected to services to help them as they move to self-sufficiency.

• Enhance Yardi so that it can be utilized for the new pilot rent reform, as well as tracking certain metrics.

Ultimately, the success of the MTW Block Grant will be determined by looking at the outcomes achieved through the activities discussed above. The metrics for each MTW activity that uses MTW fund flexibility will be analyzed over the next two years for the MTW Block Grant study. In addition, any FCRHA use of MTW single fund flexibility that is not otherwise tracked though use of HUD Standard Metrics in an approved MTW activity will be analyzed with appropriate metrics developed by the FCRHA and which are designed to capture cost efficiencies, changes in family self-sufficiency and increased housing opportunities for low income families.

V.2.Plan.Local Asset Management Plan			
B. MTW Plan: Local Asset Management Plan			
Is the PHA allocating costs within statute?	Yes	or	
Is the PHA implementing a local asset management plan (LAMP)?		or	No

If the PHA is implementing a LAMP, it shall be described in an appendix every year beginning with the year it is proposed and approved. The narrative shall explain the deviations from existing HUD requirements and should be updated if any changes are made to the LAMP.

Has the PHA provided a LAMP in the appendix?		or	No

Not applicable

VI. Administrative

Board Resolution Adoption Annual Plan: TO BE INSERTED

Annual MTW Certification of Compliance: TO BE INSERTED

Certification of Consistency with the Consolidated Plan: TO BE INSERTED

Documentation of Public Hearing: TO BE INSERTED

Annual Statement/Performance and Evaluation Report
Capital Fund Program, Capital Fund Program Replacement Housing Factor and
Capital Fund Financing Program

U.S. Department of Housing and Urban Development
Office of Public and Indian Housing
OMB No. 2577-0226
Expires 06/30/2017

Part I: Summary

PHA Name: Fairfax County Redevelopment and Housing Authority	**Grant Type and Number** Capital Fund Program Grant No: VA39P01950114 Replacement Housing Factor Grant No: Date of CFFP:	**FFY of Grant: 2014** **FFY of Grant Approval:**

Type of Grant
☐ **Original Annual Statement** ☐ **Reserve for Disasters/Emergencies** ☐ **Revised Annual Statement (revision no: 1)**
☒ **Performance and Evaluation Report for Period Ending: 12/31/15** ☐ **Final Performance and Evaluation Report**

Line	**Summary by Development Account**	**Total Estimated Cost**		**Total Actual Cost [1]**	
		Original	**Revised[2]**	**Obligated**	**Expended**
1	Total non-CFP Funds				
2	1406 Operations (may not exceed 20% of line 21) [3]				
3	1408 Management Improvements	$85,000	$0		
4	1410 Administration (may not exceed 10% of line 21)	$151,354	$151,354		
5	1411 Audit				
6	1415 Liquidated Damages				
7	1430 Fees and Costs	$423,000	$151,354		
8	1440 Site Acquisition				
9	1450 Site Improvement				
10	1460 Dwelling Structures	$854,191	$1,165,940		
11	1465.1 Dwelling Equipment—Nonexpendable				
12	1470 Non-dwelling Structures		$44,897		
13	1475 Non-dwelling Equipment				
14	1485 Demolition				
15	1492 Moving to Work Demonstration				
16	1495.1 Relocation Costs				
17	1499 Development Activities [4]				

[1] To be completed for the Performance and Evaluation Report.
[2] To be completed for the Performance and Evaluation Report or a Revised Annual Statement.
[3] PHAs with under 250 units in management may use 100% of CFP Grants for operations.
[4] RHF funds shall be included here.

Part I: Summary			
PHA Name: Fairfax County Redevelopment and Housing Authority	**Grant Type and Number** Capital Fund Program Grant No: VA39P01950114 Replacement Housing Factor Grant No: Date of CFFP:		**FFY of Grant:2014** **FFY of Grant Approval:**

Type of Grant
☐ **Original Annual Statement** ☐ **Reserve for Disasters/Emergencies** ☒ **Revised Annual Statement (revision no: 1)**
☐ **Performance and Evaluation Report for Period Ending:** ☐ **Final Performance and Evaluation Report**

Line	**Summary by Development Account**	**Total Estimated Cost**		**Total Actual Cost [1]**	
		Original	**Revised [2]**	**Obligated**	**Expended**
18a	1501 Collateralization or Debt Service paid by the PHA				
18ba	9000 Collateralization or Debt Service paid Via System of Direct Payment				
19	1502 Contingency (may not exceed 8% of line 20)				
20	Amount of Annual Grant:: (sum of lines 2 - 19)	$1,513,545	$1,513,545		
21	Amount of line 20 Related to LBP Activities				
22	Amount of line 20 Related to Section 504 Activities	$250,000	$287,146		$288,806
23	Amount of line 20 Related to Security - Soft Costs				
24	Amount of line 20 Related to Security - Hard Costs				
25	Amount of line 20 Related to Energy Conservation Measures	$0	$374,000		$374,270

Signature of Executive Director	**Date**	**Signature of Public Housing Director**	**Date**

[1] To be completed for the Performance and Evaluation Report.
[2] To be completed for the Performance and Evaluation Report or a Revised Annual Statement.
[3] PHAs with under 250 units in management may use 100% of CFP Grants for operations.
[4] RHF funds shall be included here.

Part II: Supporting Pages

PHA Name: **Fairfax County Redevelopment and Housing Authority**	**Grant Type and Number** Capital Fund Program Grant No: VA39P01950114 CFFP (Yes/ No): Replacement Housing Factor Grant No:	**Federal FFY of Grant: 2014**

Development Number Name/PHA-Wide Activities	General Description of Major Work Categories	Development Account No.	Quantity	Total Estimated Cost		Total Actual Cost		Status of Work
				Original	Revised [1]	Funds Obligated[2]	Funds Expended[2]	
VA1945 Ragan Oaks	Upgrade unit/s to meet UFAS standards.	1460	5	$100,000	$197,629		$197,629	100%
VA1913 The Atrium	Upgrade unit/s to meet UFAS standards.	1460	0	$50,000	$0			
VA1942 Old Mill	Upgrade unit/s to meet UFAS standards.	1460	2	$100,000	$91,177		$91,177	100%
VA1938 Kingsley Park	Replace all house wiring because of failing insulation. Funding will facilitate approximately 40% of the units.	1460	43	$604,191	$503,134	$520,488		20%
VA1934 Westford III	Replace failing main sprinkler pipes in Community Center	1470			$44,897		$44,897	100%
VA1956 Greenwood II	Replace HVAC systems.	1460	4		$30,000	$29,444		Not started
VA1928 Heritage South	Replace HVAC systems.	1460	12		$100,000	$61,932		Not started
VA1926 Heritage I	Replace HVAC systems.	1460	19		$128,250	$98,059		Not started
VA1925 Villages Falls Church	Replace HVAC systems.	1460	1		$6,750	$5,161		Not started
VA1939 Heritage North	Replace HVAC systems.	1460	12		$84,000	$61,932		Not started
VA1939 Springfield Green	Replace HVAC systems.	1460	5		$25,000	$29,036		Not started
VA1938 Kingsley Park	Replace HVAC systems	1460	13		$71,082			Not started
Management Improvements	Hardware and Software.	1408		$85,000	$0			
Administration	Salaries and Benefits for Coordination Staff.	1410		$151,354	$151,354			
Fees and Costs.	Construction Supervision and Inspections.	1430		$423,000	$151,354			

[1] To be completed for the Performance and Evaluation Report or a Revised Annual Statement.

Part I: Summary		
PHA Name: Fairfax County Redevelopment and Housing Authority	**Grant Type and Number** Capital Fund Program Grant No: VA39P01950115 Replacement Housing Factor Grant No: Date of CFFP:	**FFY of Grant: 2015** **FFY of Grant Approval:**

Type of Grant
☐ **Original Annual Statement** ☐ **Reserve for Disasters/Emergencies** ☐ **Revised Annual Statement (revision no: 1)**
☒ **Performance and Evaluation Report for Period Ending: 12/31/15** ☐ **Final Performance and Evaluation Report**

Line	Summary by Development Account	Total Estimated Cost		Total Actual Cost [1]	
		Original	Revised[2]	Obligated	Expended
1	Total non-CFP Funds				
2	1406 Operations (may not exceed 20% of line 21) [3]				
3	1408 Management Improvements	$38,475	$0		
4	1410 Administration (may not exceed 10% of line 21)	$153,896	$153,896		
5	1411 Audit				
6	1415 Liquidated Damages				
7	1430 Fees and Costs	$430,910	$153,896		
8	1440 Site Acquisition				
9	1450 Site Improvement		$110,000		
10	1460 Dwelling Structures	$915,684	$1,121,173		
11	1465.1 Dwelling Equipment—Nonexpendable				
12	1470 Non-dwelling Structures				
13	1475 Non-dwelling Equipment				
14	1485 Demolition				
15	1492 Moving to Work Demonstration				
16	1495.1 Relocation Costs				
17	1499 Development Activities [4]				

[1] To be completed for the Performance and Evaluation Report.
[2] To be completed for the Performance and Evaluation Report or a Revised Annual Statement.
[3] PHAs with under 250 units in management may use 100% of CFP Grants for operations.
[4] RHF funds shall be included here.

Annual Statement/Performance and Evaluation Report
Capital Fund Program, Capital Fund Program Replacement Housing Factor and
Capital Fund Financing Program

U.S. Department of Housing and Urban Development
Office of Public and Indian Housing
OMB No. 2577-0226
Expires 06/30/2017

Part I: Summary

PHA Name: Fairfax County Redevelopment and Housing Authority	**Grant Type and Number** Capital Fund Program Grant No: VA39P01950115 Replacement Housing Factor Grant No: Date of CFFP:	**FFY of Grant:2015** **FFY of Grant Approval:**

Type of Grant
☐ **Original Annual Statement** ☐ **Reserve for Disasters/Emergencies** ☐ **Revised Annual Statement (revision no: 1)**
☒ **Performance and Evaluation Report for Period Ending: 12/31/15** ☐ **Final Performance and Evaluation Report**

Line	**Summary by Development Account**	**Total Estimated Cost**		**Total Actual Cost [1]**	
		Original	**Revised [2]**	**Obligated**	**Expended**
18a	1501 Collateralization or Debt Service paid by the PHA				
18ba	9000 Collateralization or Debt Service paid Via System of Direct Payment				
19	1502 Contingency (may not exceed 8% of line 20)				
20	Amount of Annual Grant:: (sum of lines 2 - 19)	$1,538,965	$1,538,965		
21	Amount of line 20 Related to LBP Activities				
22	Amount of line 20 Related to Section 504 Activities				
23	Amount of line 20 Related to Security - Soft Costs				
24	Amount of line 20 Related to Security - Hard Costs				
25	Amount of line 20 Related to Energy Conservation Measures		$856,534		

Signature of Executive Director	**Date**	**Signature of Public Housing Director**	**Date**

[1] To be completed for the Performance and Evaluation Report.
[2] To be completed for the Performance and Evaluation Report or a Revised Annual Statement.
[3] PHAs with under 250 units in management may use 100% of CFP Grants for operations.
[4] RHF funds shall be included here.

Part II: Supporting Pages								
PHA Name: **Fairfax County Redevelopment and Housing Authority**		**Grant Type and Number** Capital Fund Program Grant No: VA39P01950115 CFFP (Yes/ No): Replacement Housing Factor Grant No:				**Federal FFY of Grant: 2015**		
Development Number Name/PHA-Wide Activities	General Description of Major Work Categories	Development Account No.	Quantity	Total Estimated Cost		Total Actual Cost		Status of Work
				Original	Revised [1]	Funds Obligated[2]	Funds Expended[2]	
VA1938 Kingsley Park	Replace all house wiring because of failing insulation. Funding will facilitate rewiring of approximately 60% of the units. Replace approx. 30% of HVAC systems.	1460	65/32	$915,684	$1,121,173	$264,639		
VA1906 The Park	Remove old & repave & stripe parking lot. Repair where possible and replace where necessary all sidewalks.	1450	N/A	$0	$0			
VA1945 Ragan Oaks	Remove old & repave & stripe parking lot.	1450	N/A	$0	$45,000			
VA1940 Reston Towne Center	Remove old & repave & stripe parking lot.	1450	N/A	$0	$65,000			
Management Improvements	Hardware.	1408		$38,475	$0			
Administration	Salaries and benefits for coordination staff.	1410		$153,896	$153,896			
Fees and Costs	Construction supervision & inspections.	1430		$430,910	$153,896			

[1] To be completed for the Performance and Evaluation Report or a Revised Annual Statement.